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8 DEC 1979

MEMORANDUM FOR: Director of Personnel

FROM : Maurice Lipton
Comptroller

SUBJECT : NAPA Project Group Report (A/IUO)

Below you will find the Comptroller's Office's pros and cons on Options B and B Prime:

Option B: Moving certain personnel management responsibilities to a unit reporting to the DDCI.

The Office of the Comptroller strongly supports this option and recommends the prime responsibilities of the unit be:

- to help the DCI and DDCI define Agencywide personnel management policy, including such things as career development, recruitment, and separation guidelines;
- to evaluate and monitor directorate personnel management practices to assure conformance with established policy; and
- to analyze and prepare recommendations for the DCI and DDCI on current personnel problems and future trends and prospects.

Pros:

- Assures that all Agency employees are subject to an equitable, uniform personnel system under DCI and DDCI guidance.
- Enhances the "one Agency" concept.
- Provides authority to implement approved personnel policy.

- Provides mechanism for monitoring decentralized personnel practices.
- Enables the Office of Personnel to continue to do what it historically has done: administer the personnel system.
- Makes sure that proposed policy changes are based on sound analyses.

Cons:

- Reduces the nominal authority of the Director of Personnel.
- May create confusion, at least initially, as to which unit has what responsibility.
- Possible staffing problems -- staff with personnel or nonpersonnel careerists?
- Creates more central staff.

Discussion: You cannot build "one Agency" without giving central management the capability to monitor the implementation of policy. The price you pay is an increase in staff at the center; otherwise decentralized implementation will, over time, evolve back into what we have now. Still, the center should not become bogged down in the management and implementation of personnel practices -- these can and should be properly left within the DDA. Indeed, the Office of Personnel might well be retitled something like the Office of Personnel Operations.

Option B¹: Transfer Office of Personnel to DCI Area.

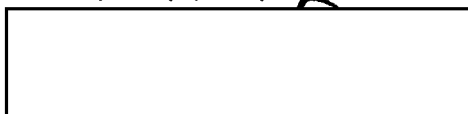
The Office of the Comptroller does not recommend this option.

Pros:

- All personnel responsibility located in one unit.
- Director of Personnel has necessary authority to implement personnel policy decisions.
- Personnel management not subordinated to a deputy director.
- Sends signal of the great importance DCI and DDCI attach to personnel.

Cons:

- Too much effort at the Agency management level would be spent on implementing policy rather than making it.
- Personnel support activities not administered or in same directorate as other support functions.
- Dilutes responsibility of Deputy Director for Administration in an administrative area.
- Raises questions of parallelism, why aren't other important activities, like Security, also placed directly under the DCI?
- Director's Area would almost double in size (resource and administrative implications?). (A/IUO)



Maurice Lipton

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